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26 October 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Andrew Marshall, NSC Staff, re Working Group Projects and Related Matters

1. A one and a half hour conference held today with Andy Marshall at his invitation resulted in a review of most of the projects with which the NSCIC Working Group is now involved. Commander Pirie and Captain Pickett of Andy's staff also were present.

2. India-Pakistan Crisis Study: Jean Davis of the NSC Staff Secretariat has sent a memorandum to the NSCIC principals requesting comments by mid-November on the issues raised in the India-Pakistan study. I told Andy I was not aware of this memorandum. (Check who has action in CIA for preparation of the DCI response.) These comments are expected to provide basis for a December meeting of the NSCIC.

25X1 3. [ ] Andy asked if I would check on what has occurred as a result of his request to Mr. Tweedy that a CIA representative be nominated for the LAMSON-719 project. Andy told Mr. Tweedy this representative need not necessarily be one who is expert on the [ ] materials. (Dr. Proctor had reported at the Working Group meeting on 3 October that he could not spare one of the four or five CIA experts on this project.)

25X1 4. NSSM-69: Captain Pickett is rewriting the paper on the basis of Andy's comments. It is expected one more full draft will be needed.

5. Manpower and Cost Trends study: I advised Andy that the ad hoc group is not encountering any particular problems in the redraft of this study.

6. NIE Survey proposal: Andy asked what was being done about the problem of obtaining improved consumer reactions and I described the proposal to involve the Working Group in evaluation of NIEs as they are published. I told him Dr. Proctor has indicated support for the project but that Mr. Huizenga had voiced objections. I said the proposal would be redrafted and should be ready for submission to Mr. Tweedy when he returns from the hospital. Andy said that he thought the NSCIC Working Group members would be willing to participate directly in such a project. Captain Pickett commented on the importance of proper drafting of the survey questionnaire to be used in eliciting responses and at my invitation he agreed to assist in preparing the questionnaire.

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7. Current Intelligence Survey: Andy has a number of comments concerning the redraft of the current intelligence study:

a. The NSC Staff receives two or three memos daily from INR which Andy considers should be included in the current intelligence survey. These publications are entitled "Intelligence Note".

b. Andy considers the length of various publications (he cited [redacted] reports as an example) should be examined to see if this is a factor of enough significance to deserve comment in the report.

c. Captain Pickett said that during the OMB meeting at CIA on the NIPM the discussion by Admiral Showers on ocean surveillance conveyed the impression that there were many more reports produced by the Navy than are listed in the annex to the current intelligence survey.

d. Andy commented at length on the importance of looking at duplication not as something about which concern should be expressed but instead using duplication as a means of focusing on disagreements with respect to important issues. He cited the CIA "Soviet Developments" and said that when this was originated in early 1972 it included a section titled "Forum" in which the views of various organizations on a particular topic of interest were presented. The NSC Staff liked the Forum section very much but it has been deleted and Andy considers the reasons offered by CIA were not convincing. Andy recognizes the difficulty involved in presenting controversial views in a publication like "Soviet Developments" but would like to see the Forum reinstituted. The present current intelligence reporting system does not highlight differences of interpretation or even point out where they exist and he thinks it is important that attention be given to this aspect. He indicated Mr. Kissinger's response to the DCI letter seeking policy guidance on current intelligence probably will include mention of the need to highlight differences of interpretation.

e. Along this same line Andy considers that intelligence publications should recognize that current intelligence reports are competing for reader interest with news commentators. For this reason he thinks the intelligence publications should pay attention to debunking commentators they consider to be wrong. He even suggested it would be interesting if CIA kept box scores showing who has been right and wrong.

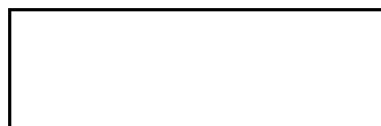
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f. Andy said the NSC Staff is not concerned about actual duplication in present current intelligence reporting.

g. Andy said he has transcribed his notes on a series of interviews with NSC staff members as to what they do and do not like about the intelligence currently being provided and that as soon as these notes are put into organized form he will make a copy available to me.


8. As a result of this discussion of the NIE survey project, Andy raised questions as to other types of quality control which might be undertaken. I told him the CIA Inspector General was currently involved in a project which, on its completion, might provide ideas for community application. Various elements of CIA have submitted to the IG reports on their internal methods and procedures for quality control and the IG is now preparing a proposal for consideration by the Executive Director which would institute a comprehensive quality control program for the Agency. I told Andy I had not seen any of these reports so was unable to comment as to whether the project represented a development which could have community implications.



Chief, PRG/IC

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